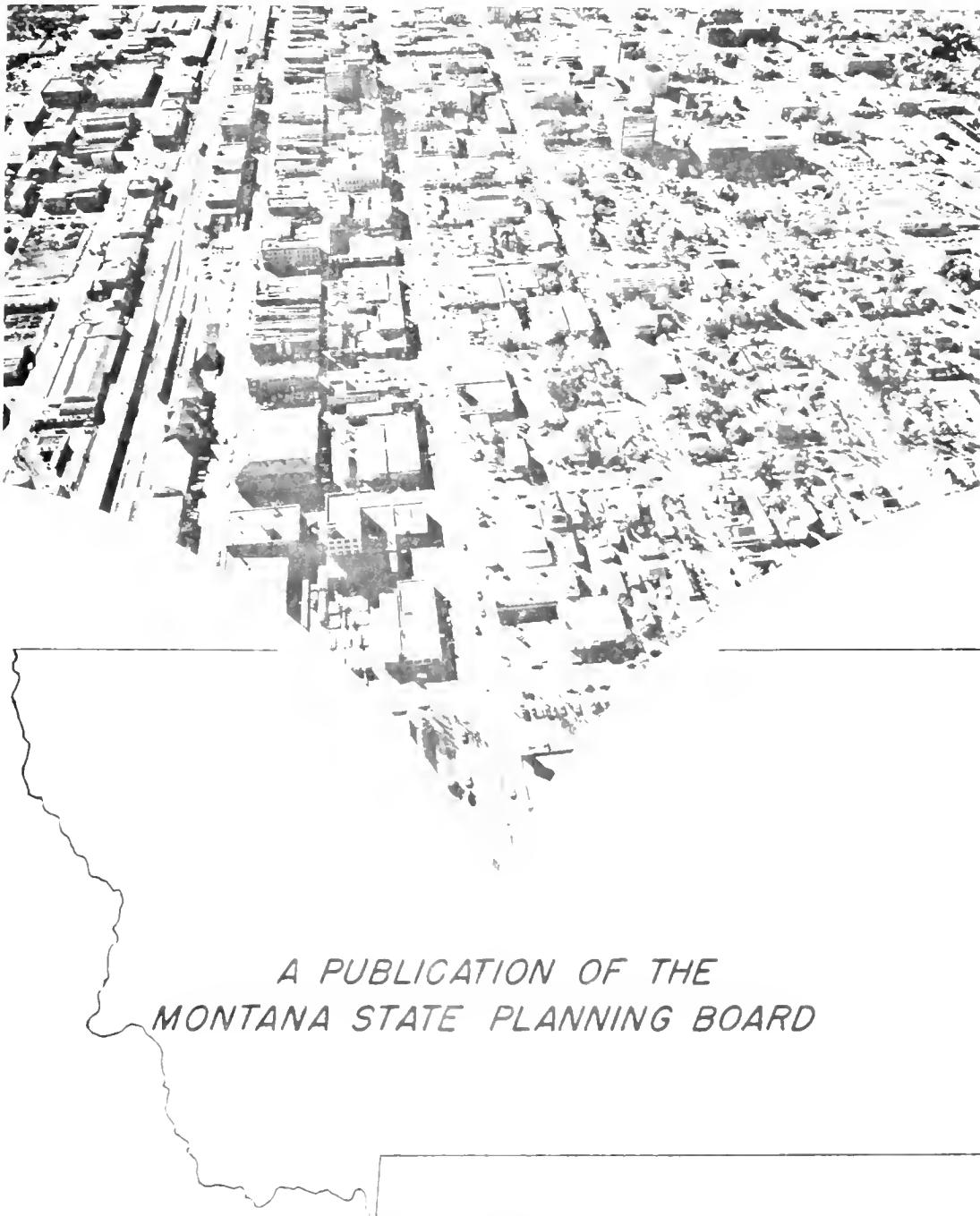


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HANDBOOK  
FOR PREPARATION OF A  
COMMUNITY SURVEY

THE DOCUMENTS



A PUBLICATION OF THE  
MONTANA STATE PLANNING BOARD

Prepared by: Bureau of Business & Economic Research  
School of Business Administration  
University of Montana  
Missoula, Montana

PRICE \$2.00

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MONTANA STATE PLANNING BOARD  
Helena, Montana

A HANDBOOK FOR THE PREPARATION OF A  
COMMUNITY SURVEY

BUREAU OF BUSINESS AND ECONOMIC RESEARCH  
School of Business Administration  
University of Montana, Missoula

February 1967



## PREFACE

This Handbook has been prepared for the Montana State Planning Board by the Bureau of Business and Economic Research, School of Business Administration, University of Montana, Missoula. Both the Planning Board and the Bureau hope that Montana citizens concerned with community development will find the Handbook a useful reference. It was designed, not to provide all the answers, but to suggest a starting point for communities concerned with economic and civic planning and development.

The following persons contributed to the development of this manual: Mr. Daniel Blake, research assistant, Bureau of Business and Economic Research; Dr. Lawrence J. Hunt, assistant professor of management, School of Business Administration; and Mr. Thomas Armour, a former research assistant in the Bureau of Business and Economic Research.

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February 1967



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## PART I

### INTRODUCTION

Today many communities are concerned with the improvement of the services and facilities which their citizens use--an improvement which has come to be known as "community development." The development of a community is a very complex process; it involves many different aspects and a wide array of projects. A few pages of the introduction of this handbook will be devoted to a discussion of general community development.

One aspect of community development, and perhaps the most emphasized aspect, is economic development. Strengthening the local economy's base can not only provide a larger variety of jobs for the residents, but will generate new facilities and services, both public or private. The development of local economies involves the attraction of new activities to the community or the expansion of existing ones. Of the many methods employed to attract new activities, the preparation of a community survey has been among the most popular. This handbook is a guide to the preparation of a community survey for Montana communities.

A community survey is a description of certain activities in and characteristics of a community. The activities and characteristics described are those which are generally of interest to business executives and other officials seeking new locations for their operations. The community that has prepared such a survey has a distinct advantage over other cities and towns, since much of the information that the

business executive or other official needs has already been gathered, assembled, and can be made available to him. A valuable by-product of a community survey is that the presence of such information will permit local planners and businessmen to evaluate their programs and enterprises and the community in general. Such evaluations often lead to adjustments that better serve the community and the individual.

The proper community attitude is, of course, a prerequisite for successful community development; this and other aspects of community development will be discussed briefly in this section. Part II discusses ways to prepare an informative community survey.

#### The Concept of Community Development

A brief exposure to the subject reveals widely divergent, confused, and often conflicting opinions regarding community development. The disparity of opinion occurs because each organization or person tends to interpret community development according to his values and needs or goals. Recognition of this disparity and its accompanying difficulties are among the first requirements of any organization (chambers of commerce, local governments, development corporations, service clubs, and citizen groups) which engages in community development work. Some of the more frequently encountered views of community development may be summarized as follows:<sup>1</sup>

---

<sup>1</sup> The views expressed here are similar to those presented by Delmar D. Hartley in Economic Development in Southeastern Kansas (University of Kansas, Lawrence, 1963) p. 110.

The Business View. A strictly business view of community development commonly includes visions of low interest capital, modern industrial parks or zones, increasing real estate values, and rising wholesale and retail sales.

The Citizen's View. Community development as viewed by the local citizenry is apt to cover a wide spectrum ranging from purely economic matters such as more employment opportunities and a wider selection of stores and shopping conveniences to such things as museums, schools, recreational facilities, and improved public services. (This view has recently gained much importance.)

The Government View. Local government officials often view community development, in the economic sense, as a partial solution to such problems as inadequate tax revenues, unemployment, and as the first step toward future growth and development. Along civic lines, the government view of community development concerns the provision of services and facilities which make a community a good place to live.

In light of these views (and we have by no means exhausted the list), we may think of community development as the orderly improvement of the economic and civic environment of the community.

#### Principal Aspects of Community Development

The relative importance of the economic and social aspects depends upon the goals of a community and its citizens.

##### The Economic Aspect

Community economic development refers to the improvement of the local business environment and the economic well-being of the citizens

of a community. The economic development of a community may be thought of as the strengthening of the local economy's structure--the expansion of business activity and the provision of employment for its citizens. Community economic development immediately connotes expansion of existing business activity or the establishment of new business endeavors. However, the expansion or establishment of any activity which provides employment and requires goods and services constitutes economic development; for example, hospitals, colleges, museums, and government centers of any type are important, and oftentimes primary, components in the structure of many local economies. Increasing the size of such activities is economic development, just as is the establishment of a new business firm.

#### The Civic Aspect

The civic aspect of community development refers to the improvement of community services such as streets, schools, or fire protection and the expansion and/or support of cultural and other recreational activities and facilities. The goal of community civic development is to make a community a more pleasant place in which to live. One should remember that maintaining and sponsoring community civic services often contributes some economic development, since employment is needed to initiate and sustain civic ventures. This aspect of community development has additional significance because the extent and quality of civic services and facilities are becoming more important in many decisions regarding the location of business enterprises.

### Community Development and Industrialization

To many people, community development means industrialization. They equate industrialization with manufacturing or other types of heavy industry with smokestacks and waste disposal which pollute air, water, and soil, and create congested traffic conditions and ugliness of old factory towns. With this image in their minds it is no wonder that many people see far more disadvantages than advantages to community development.

When we recall the definition of community development--the orderly improvement of the economic and civic environment of a community--the picture of pollution, congested traffic, and ugliness with community development is broken. While community development oftentimes involves the attraction of new industry, industry is actually more than the extraction and processing of natural resources and manufacturing. As the term is used here, industry encompasses almost all activities, including retail and wholesale trade, the banking and finance industry, and education. Industry in this sense is simply the gainful use of resources.

Thus, of the many types of economic activity that could be attracted to a community, there are only a few industries which could lead to polluted water and air, congested traffic, and ugliness. These undesirable conditions are usually associated with mineral processing and some other types of manufacturing, but there are several mineral processing and other manufacturing operations that would not result in these undesirable conditions. Even those activities that normally

involve air and water pollution, congested traffic, and ugliness do not inevitably create these undesirable conditions. With proper planning in waste disposal, plant location, and maintenance, the undesirable conditions can be avoided.

Community development can, and usually does, occur without producing undesirable living conditions. It is the responsibility of community leaders, both public and private, to assure that during the course of development the attractiveness of their community is not impaired.

PART II

A GUIDE TO THE PRESENTATION OF INFORMATION

A community survey is a tool for community development. The survey is used largely to attract new economic activity to the area, but such a survey may also lead to the expansion of local activities and more comprehensive planning programs for the attainment of both economic and civic goals.

The purpose of this part of this report is to outline an acceptable and effective approach to the presentation of community survey information. The principal objectives in preparing this handbook are to:

1. indicate the specific types of information to be included in a community survey.
2. illustrate a correct usage of secondary source information.<sup>2</sup>
3. list secondary information sources which would be helpful to Montana communities in the preparation of a community survey.

It must be kept in mind that gathering the data is only the first step in preparing a community survey. In addition to collecting the information, the authors must present it to the reader in a manner which is easily comprehended. Good data, poorly presented, may make the whole project a failure. The manner of

---

<sup>2</sup> There are two types of information--primary and secondary. Primary information, in this case, is information originally gathered by those individuals preparing the community survey. Secondary information is information that has already been compiled and published by someone else.

presentation should be planned as the data are collected. Since illustrative material is more easily understood than bare statistics, the community survey should include photographs, charts, maps, and other graphic material.

From this point the handbook will proceed with a section by section guide to the type of information that a community survey should include. While the amount and nature of primary information will be indicated, the handbook concentrates on the type and correct use of secondary source information. The use of secondary information will be illustrated through the presentation of information compiled for Billings, Montana. The information presented is available for all Montana communities. (The sources for the secondary information in the following sections are listed in Part III.)

#### Introductory Information

A community survey's introductory section should identify and generally describe the community and its surrounding area. The information in this section is usually confined to a geographic description of the area, a brief sketch of the main economic activities, and a short historical summary of the vicinity.

#### Community Identification

Community identification involves specifying the geographic location and providing a brief résumé of the community's principal characteristics. The use of a map accompanied by very brief descriptive paragraphs is perhaps the best method of community identification.

When using maps there are two principles to follow:

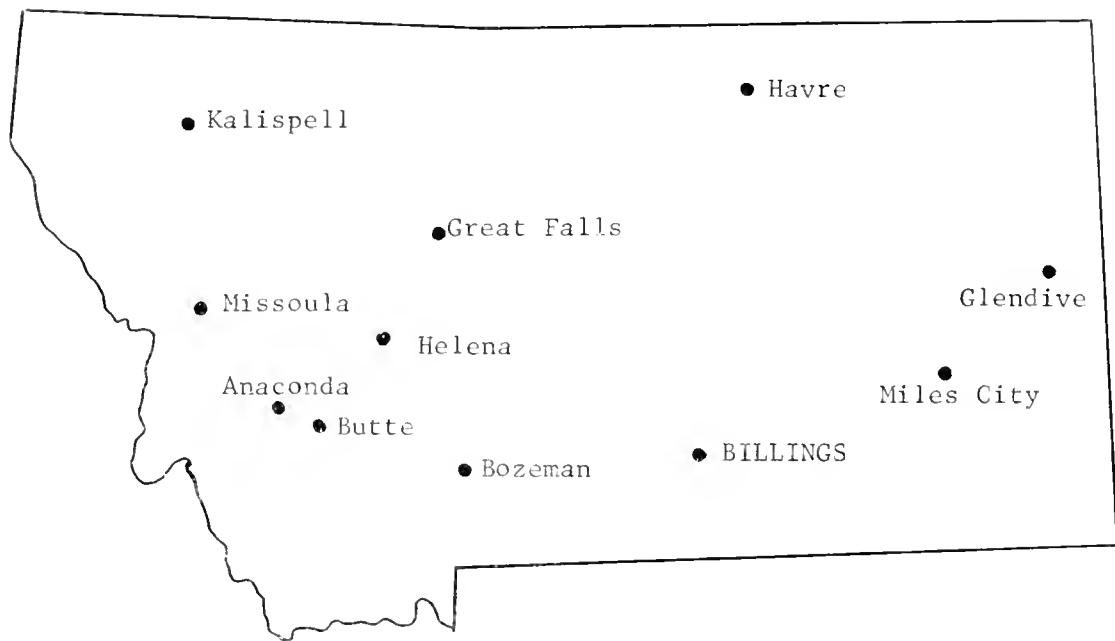
(1) the community being surveyed should be the focal point of the map, and (2) the map should be large enough to include well-known reference points (centers of business and population) so that a person not acquainted with the area can visualize the community with respect to the reference points.

Illustrations I and II are examples of how a community resume and map may be used in a survey. The resume and map should be arranged so the reader may view both without turning the page.

Another aspect of community identification is the definition of the "community's area." The community's area is a geographic expanse surrounding the city which is economically bound to the city. The city serves as the area's center for retail trade, transportation, marketing, and other activities. The community, in turn, is economically bound to its area; the city depends upon its area for raw materials to process and for markets for its goods and services. Such an area is rarely confined to the city proper and often extends beyond county boundaries. As we have defined the Billings area, it includes all of Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, Wheatland, and Yellowstone counties. This area coincides with the Montana portion of the Billings retail trade area as defined by the Upper Midwest Research and Development Council. There are, of course, other definitions of the "Billings area" that would be at least as defensible as the one we chose. However, once the area has been

ILLUSTRATION I

PRINCIPAL CITIES IN MONTANA



PRINCIPAL CITIES IN THE UPPER PLAINS AND ROCKY MOUNTAIN STATES

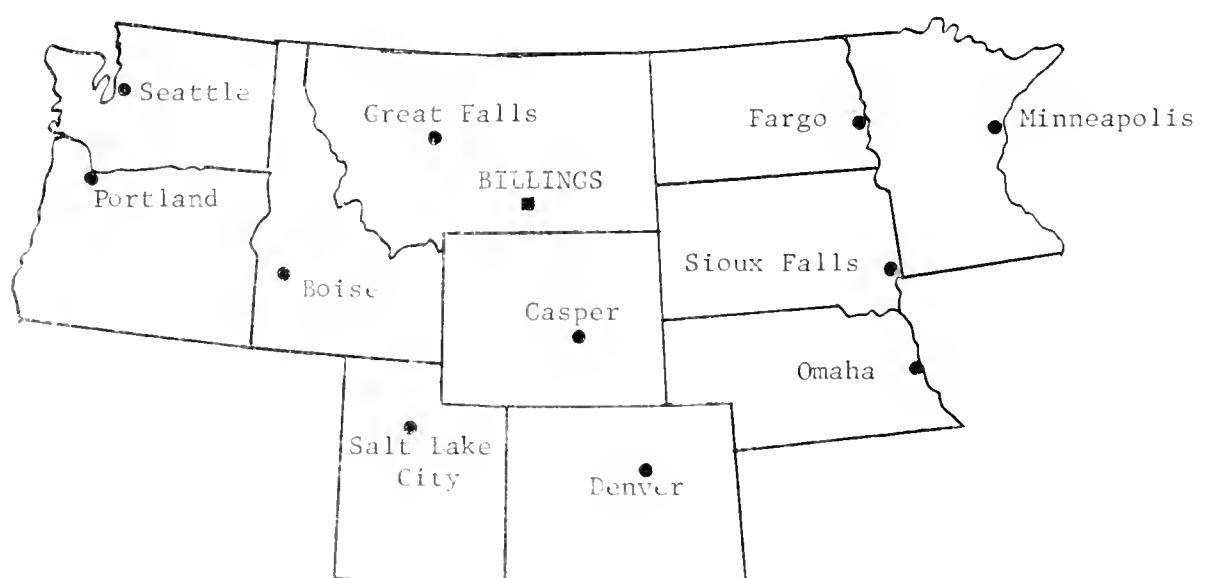


ILLUSTRATION II

THE CITY OF BILLINGS, MONTANA

Location: Billings is located in the south-central part of Montana. The city is 837 miles west of Minneapolis, Minnesota; 884 miles east of Seattle, Washington; and 614 miles north of Denver, Colorado. Billings is surrounded by undulating plains; to the west and south of Billings are formidable mountain ranges.

Population: In 1960, the Billings urban area had a population of 60,712; this figure is expected to reach 90,000 by 1975. Between 1950 and 1960 the population within the city limits of Billings increased 66.0 percent. Billings is the county seat of Yellowstone County which had a 1960 population of 79,016--the most populous county in Montana.

Economy: Petroleum, agriculture, and related activities provide the base for the Billings economy. Billings is also a major wholesale distribution point and a transportation center for the state. Among the manufacturing operations in Billings are a sugar beet refinery, two petroleum refineries, nine cement and concrete plants, and fifteen dairy and agricultural products plants. Farming and ranching are the predominant activities in the remainder of the Billings area.

Distances between Billings and selected cities:

| City                   | 1960 Population <sup>a</sup> | Miles from Billings <sup>b</sup> |
|------------------------|------------------------------|----------------------------------|
| Bozeman, Montana       | 13,361                       | 143                              |
| Butte, Montana         | 27,877                       | 236                              |
| Glendive, Montana      | 7,058                        | 226                              |
| Great Falls, Montana   | 55,357                       | 220                              |
| Helena, Montana        | 20,227                       | 223                              |
| Missoula, Montana      | 27,090                       | 339                              |
| Denver, Colorado       | 929,383                      | 614                              |
| Minneapolis, Minnesota | 1,482,030                    | 837                              |
| Omaha, Nebraska        | 457,873                      | 1,044                            |
| Sheridan, Wyoming      | 11,651                       | 128                              |
| Spokane, Washington    | 287,333                      | 548                              |

Source: a. U.S. Bureau of the Census, Census of the Population, 1960. Vol. I, Characteristics of the Population, Part A, Number of Inhabitants, United States Summary, Table 35.

b. Planning Survey Division, Montana Highway Commission, Helena, Montana.

defined it should be used as the community's area in every case where the availability of data and common sense permit.

#### Historical Summary

A brief summary of a community's history can provide a starting point for understanding its development and its present economic position. The historical summary should concentrate on significant economic developments and define the traditional economic character of its area.

#### Geographic and Climatic Features

Geographic and climatic conditions are frequently important factors in the location of economic activity. Topography may have an important influence on the development of a community. The nature of the local terrain and the drainage patterns can be vital in the location decision of some firms. Any community survey should include a topographic map in addition to the written descriptions.

Climatic characteristics should always be included in a description of a community. Not only is climate a factor in plant location, but it also affects the desirability of the area as a place to live. Climatic information should include high and low temperatures by month, and average monthly and annual precipitation. This is best presented in tabular form with a brief commentary on the most outstanding characteristics.

The following list outlines information which should be

included in the discussion of geographic and climatic features:

1. Elevation above sea level.
2. Topography.
3. Average monthly and annual precipitation.
4. High and low temperatures on a monthly basis.
5. Principal vegetation types in the area.

### Economic Resources

One of the survey's objectives is to describe the nature and availability of resources. Economic resources may be classified as either human or physical (natural) resources. In most surveys human resources are dealt with first.

#### Human Resources

Information concerning people is important for two reasons. First, people constitute a market; they buy goods and service. Secondly, people constitute the labor force and as such are a productive resource. Thus, the human resource information should include general population characteristics as well as specific information about the currently available labor force. Income and usage rate data give an indication of the general well-being of the area as well as local labor costs and the general level of earnings.

The types of information which should be included in this part of a survey are identified under category headings in the following sections.

General Population Characteristics. Information about a population's characteristics will assist in evaluating a community's market and should describe some general attributes of the people.

The following list provides a suggested minimum of general population information which should be included in a survey:

1. Total population of the community area in the last two census years.
2. Population according to urban and rural residence.
3. Age and education characteristics of the population.

Table 1 is an example of an acceptable method of presenting a brief summary of important population characteristics. Note that in Table 1 the information is presented for Yellowstone County rather than for the city of Billings. There are two reasons for using Yellowstone County:

1. In many cases data for counties are more readily available than comparable data for cities and towns.
2. The information for the county probably more accurately represents the resources or characteristics of the city because the suburbs and adjacent areas are included in the county information.

Labor Force and Income Characteristics. In addition to population characteristics, the survey should describe the labor force and income patterns in a community area. Such information is important because it tells a potential employer something about the quality and the quantity of the local labor force. Furthermore, this information is a good indicator of the strength of a local economy, since the level and types of employment and income are traditional measures of economic well-being.

The data presented in this section should illustrate changes in the composition of the labor force and income levels; this may be achieved by comparing figures for the last two census years.

TABLE 1

GENERAL POPULATION SUMMARY, BILLINGS AREA, 1950 AND 1960<sup>2</sup>

| COUNTY        | TOTAL POPULATION | PERCENT URBAN <sup>1</sup> |                   | MEDIAN AGE | MEDIAN EDUCATION <sup>2</sup> |
|---------------|------------------|----------------------------|-------------------|------------|-------------------------------|
|               |                  | 1950 <sup>a</sup>          | 1960 <sup>a</sup> |            |                               |
| YELLOWSTONE   | 55,875           | 79,016                     | 63.5              | 28.8       | 11.5                          |
| Big Horn      | 9,824            | 10,007                     | 0.0               | 27.9       | 8.8                           |
| Carbon        | 10,241           | 8,317                      | 26.7              | 0.0        | 31.5                          |
| Golden Valley | 1,337            | 1,203                      | 0.0               | 0.0        | 35.5                          |
| Musselshell   | 5,408            | 4,888                      | 52.8              | 58.1       | 32.4                          |
| Stillwater    | 5,416            | 5,526                      | 0.0               | 0.0        | 32.7                          |
| Treasure      | 1,402            | 1,345                      | 0.0               | 0.0        | 31.3                          |
| Wheatland     | 3,187            | 3,026                      | 0.0               | 0.0        | 24.5                          |
|               |                  |                            |                   | 30.7       | 9.9                           |
|               |                  |                            |                   |            | 10.7                          |
|               |                  |                            |                   | 33.1       | 11.6                          |

1 Population living in communities with more than 2,500 residents.

2 Median years of school completed by persons 25 years old and over.

Source: a. U.S. Bureau of the Census, U.S. Census of the Population, 1960. Number of Inhabitants, Montana, Table 6.

b. U.S. Bureau of the Census, U.S. Census of the Population, 1950. General Characteristics, Montana, Table 12.

c. U.S. Bureau of the Census, U.S. Census of the Population, 1960. General Population Characteristics, Montana, Table 27.

d. U.S. Bureau of the Census, U.S. Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 35.

The specific information should include:

1. Total civilian labor force in the community and its area.
2. Employed and unemployed labor force.
3. Employment by occupational categories and by sex.
4. Income data.
5. Prevailing wage rates.
6. Union activity.

Table 2 illustrates how summary labor force information may be presented. This table includes information on the civilian labor force, employed and unemployed labor force, and a breakdown of the labor force by sex, for Yellowstone County and the remainder of the Billings area.

One important aspect of a community's labor force is the concentration of employment by occupational groups. An occupational group breakdown of the employed labor force helps indicate the training and skills of that labor force. Table 3 illustrates a concise presentation of this type of information.

Income information may be included as a characteristic of the labor force. When available, total and per capita income should be presented. However, usually total and per capita income figures are not available for cities and counties and other income data must be used. Census data provide median family income information which may be used in community surveys. Table 4 illustrates how income information may be presented. Note that median income information cannot be combined (or averaged) to obtain one median for the Billings area.

The prevailing wage rates and a description of union activity are not provided for Billings. This information is available

TABLE 2  
LABOR FORCE SUMMARY, BILLINGS AREA, 1950 AND 1960

| <u>ITEM</u>          | YELLOWSTONE COUNTY       |                          | REMAINDER OF AREA <sup>1</sup> |                          |
|----------------------|--------------------------|--------------------------|--------------------------------|--------------------------|
|                      | <u>1950</u> <sup>a</sup> | <u>1960</u> <sup>b</sup> | <u>1950</u> <sup>a</sup>       | <u>1960</u> <sup>b</sup> |
| Civilian labor force | 22,609                   | 31,543                   | 13,452                         | 12,066                   |
| Employed             | 21,402                   | 29,470                   | 12,864                         | 11,479                   |
| Unemployed           | 1,207                    | 2,044                    | 588                            | 587                      |
|                      |                          |                          |                                |                          |
| Civilian labor force | 100.0                    | 100.0                    | 100.0                          | 100.0                    |
| Male (percent)       | 74.0                     | 66.7                     | 82.1                           | 74.2                     |
| Female (percent)     | 26.0                     | 33.3                     | 17.9                           | 25.8                     |

<sup>1</sup> Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties.

Source: a. U.S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana, Table 43.  
b. U.S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 83.

TABLE 3

EMPLOYMENT<sup>1</sup> BY OCCUPATIONAL CATEGORIES, BILLINGS AREA, 1950 AND 1960

| <u>CATEGORY</u>                                       | YELLOWSTONE COUNTY      |                         | REMAINDER OF AREA <sup>2</sup> |                         |
|---|-------------------------|-------------------------|--------------------------------|-------------------------|
|   | <u>1950<sup>a</sup></u> | <u>1960<sup>b</sup></u> | <u>1950<sup>a</sup></u>        | <u>1960<sup>b</sup></u> |
| Professional, technical,<br>and kindred workers       | 2,198                   | 3,588                   | 837                            | 1,016                   |
| Farmers and farm managers                             | 1,372                   | 1,159                   | 3,438                          | 2,344                   |
| Managers, officials, and<br>proprietors (except farm) | 2,718                   | 3,569                   | 963                            | 978                     |
| Clerical and kindred<br>workers                       | 2,941                   | 4,617                   | 666                            | 816                     |
| Sales workers   | 1,993                   | 2,773                   | 587                            | 494                     |
| Craftsmen, foremen, and<br>kindred workers            | 3,113                   | 3,840                   | 1,106                          | 1,176                   |
| Operatives and kindred<br>workers                     | 2,527                   | 3,349                   | 1,203                          | 1,152                   |
| Private household workers                             | 263                     | 789                     | 151                            | 207                     |
| Service workers, except<br>private household          | 1,854                   | 2,783                   | 793                            | 1,111                   |
| Farm laborers and farm<br>foremen                     | 911                     | 575                     | 2,329                          | 1,347                   |
| Laborers, except farm and<br>mine                     | 1,180                   | 1,254                   | 582                            | 400                     |
| Occupation not reported                               | 332                     | 1,174                   | 209                            | 438                     |
| <b>TOTAL</b>  | <b>21,402</b>           | <b>29,470</b>           | <b>12,864</b>                  | <b>11,479</b>           |

<sup>1</sup> Employment figures include self-employed.

<sup>2</sup> Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties.

Source: a. U.S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana, Table 43.

b. U.S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 84.

TABLE 4

MEDIAN FAMILY INCOME, BILLINGS AREA, 1949 AND 1959

| <u>COUNTY</u> | <u>1949</u> <sup>a</sup> | <u>1959</u> <sup>b</sup> |
|---------------|--------------------------|--------------------------|
| YELLOWSTONE   | \$3,581                  | \$6,150                  |
| Big Horn      | 2,459                    | 4,375                    |
| Carbon        | 2,371                    | 4,336                    |
| Golden Valley | N.A.                     | 4,044                    |
| Musselshell   | 3,385                    | 4,927                    |
| Stillwater    | 2,519                    | 4,790                    |
| Treasure      | N.A.                     | 4,538                    |
| Wheatland     | 3,045                    | 5,400                    |

N.A. Not available.

Source: a. U.S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana, Table 12.

b. U.S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 36.

from the local union offices and should be presented by listing the unions active in Yellowstone County and the wage rates for various skill groups.

Physical Resources

Information about physical or natural resources should encompass all resources available for utilization, even though they are not being utilized at the present time. Although the survey should concentrate on the immediate area, we suggest that outstanding features or resources beyond the geographical boundaries be mentioned. For example, a survey of Billings, Montana, might include information on oil resources six or even ten counties away.

The following types of information are suggested as a description of physical resources:

1. The types, quantity, and quality of available resources; i.e., mineral, timber, water.
2. The accessibility of resources.

The types and accessibility of resources may be effectively indicated with maps. Generally two or three maps are used to disclose the locations of the area's more important resources; one or two additional maps may be used for the less important resources. The accompanying discussion is usually organized by type of resource; under each resource the various locations are mentioned and the approximate quantity and quality of each of the sources is described. The discussion of natural resources may be concluded with a few paragraphs keyed to the present and potential development of these resources.

### Economic Activity

A community survey should contain a detailed description of the community's economic activity. Such information is perhaps best presented by discussing each of the area's industries individually. This method allows the presentation of each industry's activity in terms that are most meaningful to that particular industry. The industry-by-industry presentation also provides a convenient form of organization for this section. Such organization allows immediate recourse to specific information--an invaluable quality in community surveys.

Before the individual types of economic activity are discussed, the general structure of the local economy should be described. Such information will reveal the relative importance of each industry in the overall economic picture.

In illustrating the structure of the local economy, a measure of economic activity common to all industries must be used. The best measure of this type is employment. Table 5 is the suggested method of presenting this information.

A paragraph or two highlighting the strong aspects of the local economy should accompany Table 5. These paragraphs should help the reader interpret the information in the table. Many times the reader will be confused by a mere deluge of statistics; a couple of explanatory paragraphs will not only eliminate the confusion, but will contribute to a better understanding of the local economy.

TABLE 5  
EMPLOYMENT<sup>1</sup> BY INDUSTRY, BILLINGS AREA, 1950 AND 1960

| INDUSTRY  | YELLOWSTONE COUNTY      |                         | REMAINDER OF AREA <sup>2</sup> |                         |
|---|-------------------------|-------------------------|--------------------------------|-------------------------|
|   | <u>1950<sup>a</sup></u> | <u>1960<sup>b</sup></u> | <u>1950<sup>a</sup></u>        | <u>1960<sup>b</sup></u> |
| All industries  | 21,402                  | 29,470                  | 12,864                         | 11,479                  |
| Agriculture <sup>3</sup>  | 2,373                   | 1,928                   | 5,850                          | 3,896                   |
| Mining  | 78                      | 404                     | 809                            | 547                     |
| Contract construction   | 1,866                   | 1,985                   | 626                            | 628                     |
| Manufacturing   | 2,026                   | 3,360                   | 304                            | 429                     |
| Transportation, communication, electric, gas, and sanitary services | 2,633                   | 3,265                   | 942                            | 862                     |
| Wholesale trade   | 1,576                   | 2,060                   | 144                            | 142                     |
| Retail trade  | 4,483                   | 5,706                   | 1,670                          | 1,715                   |
| Finance, insurance, and real estate                                 | 747                     | 1,660                   | 149                            | 238                     |
| Services <sup>4</sup>   | 3,974                   | 6,921                   | 1,624                          | 2,056                   |
| Public administration <sup>5</sup>                                  | 1,285                   | 1,366                   | 519                            | 570                     |
| Industry not reported   | 361                     | 815                     | 227                            | 396                     |

<sup>1</sup> Employment figures include the self-employed.

<sup>2</sup> Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties.

<sup>3</sup> Includes forestry and fisheries.

<sup>4</sup> Includes public education.

<sup>5</sup> Includes postal service and federal, state, and local public administration. Other government employees are distributed among the industries in accordance with the activity of their particular agency.

Source: a. U.S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana, Table 43.

b. U.S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 85.

In the following sections the presentation of economic activity information will be discussed for each of the local industries. While it may appear that the industry grouping is somewhat arbitrary or should be varied to fit the local economy, the classifications are neither arbitrary nor variable. The appropriate industry grouping is dictated largely by the available sources of information. Since the information used most extensively in community surveys is collected and published by the federal government, it is wise to use the federal standard industry classifications.

These classifications are:

1. Agriculture
2. Mining
3. Contract construction
4. Manufacturing
5. Transportation, communication, electric, gas, and sanitary services
6. Wholesale trade
7. Retail trade
8. Finance, insurance, and real estate
9. Services
10. Government

This industry classification may be adapted to local economic situations by varying the extent of information under each industry heading.

Before discussing the specific information used to describe various economic activities, it may be helpful to mention a few guidelines that should be used in selecting the data for a community survey. The data selected should be:

1. meaningful
2. representative
3. current

The data should be meaningful in terms of the activities that they are used to describe. Gross receipts is a meaningful measure of retail trade or agriculture; but "value added by manufacture" is more meaningful in describing the manufacturing industry.

Secondly, the figures should be representative of the entire industry. Many times statistics are reported for only a fragment of a particular industry and consequently do not accurately portray that industry's activity. Nonrepresentative figures may be used in a supplementary role or may even be used by themselves if the nature of these figures is explained in the text; unless their limitations are explained, they will only mislead or confuse the reader.

Thirdly, since the reader will be interested in current activity, the latest statistics available should be used. In certain cases, some degree of representativeness may be sacrificed to obtain more recent data, as long as the nature of these data is disclosed. For example, in the following tables three different sources of employment figures are used--the 1960 Census of Population, the 1963 Census of Business, and the 1965 Unemployment Compensation Commission fiscal reports. Both the Census of Population and the Census of Business employment figures are very complete; they include all wage and salary workers and the self employed. (The Census of Population covers all industries while the Census of Business covers retail trade, wholesale trade, and selected services.) The Unemployment Compensation Commission employment figures for counties include only wage and salary workers in

industries covered by unemployment insurance. Several industries are excluded--agriculture, government, interstate carriers, and some services. For the covered industries all wage and salary workers are included, but some firms do not report employment by county; this employment is shown in a "statewide" category. The importance of the statewide category varies from one industry to another and consequently the representative quality of county employment figures varies from one industry to another. Thus the Unemployment Compensation Commission employment figures are less representative than figures from the other two sources, but since the U.C.C. figures are much more recent they are used in some cases to describe industry activity.

#### Agriculture

In many Montana communities agriculture is the predominant economic activity. Because of this, agricultural data should be accompanied by a detailed and concise description. Among other things, the description should emphasize agriculture's relative importance in the local economy, present the characteristics of the industry or the typical farm or ranch operation, and describe the unique aspects of local agriculture.

The following types of agricultural data are usually presented:

1. Proportion of land devoted to agriculture in the survey area.
2. Number of farms and ranches.
3. Average farm size and value.
4. Value of farm products sold.
5. Farm expenditures.
6. Irrigated land in farms.

Table 6 is the suggested method of presenting these data.

TABLE 6

NUMBER OF FARMS, FARM SIZE AND VALUE, VALUE OF FARM PRODUCTS SOLD, AND FARM EXPENDITURES, BILLINGS AREA, 1959 AND 1964

| ITEM                             | YELLOWSTONE COUNTY     |                        | REMAINDER OF AREA <sup>1</sup> |              |
|----------------------------------|------------------------|------------------------|--------------------------------|--------------|
|                                  | 1959                   | 1964                   | 1959                           | 1964         |
| Approximate land area (acres)    | 1,686,400 <sup>2</sup> | 1,686,400 <sup>2</sup> | 9,196,800                      | 9,196,800    |
| Proportion in farms              | 105.5                  | 100.7                  | 87.9                           | 81.9         |
| Farm land irrigated (acres)      | 91,405                 | 86,364                 | 234,900                        | 224,947      |
| Number of farms:                 |                        |                        |                                |              |
| Commercial                       | 1,276                  | 1,177                  | 2,622                          | 2,517        |
| Other                            | 973                    | 915                    | 2,261                          | 2,204        |
|                                  | 339                    | 262                    | 361                            | 313          |
| Average farm size (acres)        | 1,448.3                | 1,442.6                | 3,083.3                        | 2,992.3      |
| Average farm value               | \$50,862               | \$76,901               | \$64,857                       | \$101,037    |
| Value of farm products sold:     |                        |                        |                                |              |
| Total value                      | \$18,119,211           | \$21,960,429           | \$38,785,210                   | \$37,443,035 |
| All crops sold                   | 6,649,240              | 6,790,275              | 11,216,030                     | 12,170,013   |
| Livestock and livestock products | 11,469,971             | 15,167,442             | 27,569,180                     | 24,701,671   |
| Specified farm expenditures:     |                        |                        |                                |              |
| Feed                             | \$2,394,084            | \$3,715,182            | \$3,411,824                    | \$2,916,239  |
| Fertilizer                       | N.A.                   | 632,252                | N.A.                           | 1,033,610    |
| Labor                            | 1,136,961              | 1,314,553              | 3,417,031                      | 3,248,340    |

N.A. Not available

TABLE 6 (continued)

1 Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties

2 The excess of farm acreage over approximate land area is due to ascription of the entire acreage of a farm to the county in which the farm headquarters is located even though part of the farm may be located in an adjoining county.

Source: U.S. Bureau of the Census, Census of Agriculture, 1964. Preliminary Reports: Farms, Farm Characteristics, and Farm Products, (Montana Counties), Tables 1, 4.

Note that the final report incorporating the above information should be available when this handbook is in use. The final report's citation will be:  
U.S. Bureau of the Census, Census of Agriculture, 1964, Volume I, Counties, Montana.

If agriculture is important to the community, the survey should provide some additional detail and devote some discussion to the potential of this industry. The additional detailed information should be directed toward potential complementary operations--food processing plants, meat packing plants, and so forth. The discussion concerning the future of the industry should cover items such as present and prospective irrigation projects or any other developments which would alter the productivity or efficiency of local agriculture.

Perhaps the most helpful information for potential complementary operations would be a detailed breakdown of what the farmers produce. An example of such a presentation is Table 7. Because agricultural production varies from year to year, any exceptional conditions during the year the census was taken--such as droughts or floods--should be noted.

#### Mining

The section describing the local mining industry should include data on the type and value of minerals extracted, the number of employees, and the total wages paid in the local industry. Table 8 gives the type and value of minerals produced by county for the Billings area.

The number of employees and total wages paid reveal the importance of mining to the community. The reader will gain further understanding of this industry if the number of employers is also presented. If mining is important in the community, a time-series presentation of these data--perhaps in chart form--would enhance this section's content.

TABLE 7

QUANTITIES OF LIVESTOCK SOLD AND MAJOR CROPS PRODUCED,  
BILLINGS AREA, 1959 AND 1963

|   |           | YELLOWSTONE COUNTY |      | REMAINDER OF AREA |           |
|---|-----------|--------------------|------|-------------------|-----------|
|   |           | 1959               | 1964 | 1959              | 1964      |
| <b>Livestock:</b>   |           |                    |      |                   |           |
| Cattle (excluding calves)                                       | 41,194    | 54,826             |      | 80,287            | 88,228    |
| Calves  | 16,516    | 27,570             |      | 67,595            | 81,295    |
| Hogs and pigs   | 8,968     | 11,402             |      | 21,774            | 37,273    |
| Sheep and lambs   | 24,399    | 24,825             |      | 192,284           | 149,463   |
| <b>Crops:</b>   |           |                    |      |                   |           |
| Wheat (bushels)   | 1,872,445 | 2,042,929          |      | 3,822,081         | 4,723,109 |
| Oats (bushels)  | 288,919   | 224,554            |      | 849,937           | 703,611   |
| Barley (bushels)  | 1,078,330 | 1,052,816          |      | 1,815,651         | 2,278,643 |
| Rye (bushels)   | 8,271     | ---                |      | 6,730             | 696       |
| Alfalfa (tons)  | 54,257    | 63,876             |      | 222,313           | 216,340   |
| Clover and timothy (tons)                                       | 2,003     | 3,894              |      | 43,438            | 50,692    |
| Oats, wheat, barley, rye, and other<br>grain cut for hay (tons) | 2,094     | 1,547              |      | 8,162             | 7,117     |
| Wild hay (tons)   | 368       | 1,619              |      | 17,687            | 17,675    |
| Other hay (tons)  | 2,525     | 3,253              |      | 13,546            | 14,812    |

<sup>1</sup> Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties.

Source: U.S. Bureau of the Census, Census of Agriculture, Preliminary Reports: Farms, Farm Characteristics, and Farm Products, (Montana Counties), Tables 6, 7, 8.

also see source notation Table 6.

TABLE 8

VALUE OF MINERAL PRODUCTION, BILLINGS AREA, 1964

| <u>COUNTY</u>              | <u>MINERALS PRODUCED<br/>IN ORDER OF VALUE</u>                          | <u>TOTAL VALUE OF COUNTY<br/>MINERAL PRODUCTION</u> |
|----------------------------|---|---|
| YELLOWSTONE                | Sand and gravel<br>Stone<br>Petroleum<br>Lime<br>Clays                  | \$2,899,000   |
| Big Horn                   | Sand and gravel<br>Petroleum<br>Lime<br>Natural gas<br>Coal             | 1,943,000   |
| Carbon                     | Petroleum<br>Stone<br>Natural gas<br>Coal<br>Sand and gravel<br>Uranium | 9,563,000   |
| Golden Valley <sup>1</sup> | Sand and gravel   | 22,000  |
| Musselshell <sup>2</sup>   | Petroleum<br>Coal<br>Sand and gravel                                    | 3,086,000   |
| Stillwater <sup>1</sup>    | ---   | ---   |
| Treasure                   | Sand and gravel<br>Stone  | 39,000  |
| Wheatland                  | Sand and gravel<br>Stone<br>Petroleum<br>Lime<br>Clays                  | 352,000   |

<sup>1</sup> Natural gas withdrawn from the Big Coulee field (underlying parts of Golden Valley and Stillwater counties) totaled 1 billion cubic feet.

<sup>2</sup> The Bascom and Stensvad fields (underlying parts of Rosebud and Musselshell counties) yielded 420,000 barrels of crude petroleum.

Source: U. S. Bureau of Mines, 1964 Minerals Yearbook, Volume III, Area Reports, Table 14, pp. 625-7.

Table 9 is one method of presenting employer, employee, and wage information for the mining industry. The amount and nature of the discussion of the local mining industry will be determined largely by the relative importance of mining and the type of data presented.

Contract Construction

It is usually difficult to obtain local construction industry statistics. Because of this, the discussion and presentation of data on the construction industry is rather brief in most community surveys. However, some discussion of construction should be included if for no other reason than to give the survey a quality of completeness.

In general, the statistics presented on the industry are limited to employment data. These data will reveal the amount of construction activity relative to the total community activity. The data should include employment figures for the last two census years. Table 10 is a presentation of such information.

The discussion of the construction industry should include the types of contractors (building, electrical, earth moving, and so forth) in the industry and some indication of their capabilities. The discussion may also include any unique aspects of the local industry. For example, if the community headquarters a number of large contracting firms, some discussion may be directed toward their activities.

TABLE 9

NUMBER OF EMPLOYERS, NUMBER OF EMPLOYEES, AND WAGES PAID IN THE  
MINING INDUSTRY, BILLINGS AREA, 1965

| <u>COUNTY</u> | <u>NUMBER OF<br/>EMPLOYERS<sup>1</sup></u> | <u>NUMBER OF<br/>EMPLOYEES<sup>1</sup></u> | <u>TOTAL WAGES<br/>PAID<sup>1</sup></u> |
|---------------|--|--|---|
| YELLOWSTONE   | 54   | 454  | \$3,264,518                             |
| Big Horn      | 4  | 84   | 614,633                                 |
| Carbon        | 12   | 45   | 275,613                                 |
| Golden Valley | 1  | 3  | 1,705                                   |
| Musselshell   | 21   | 108  | 544,651                                 |
| Stillwater    | 4  | 3  | 14,288                                  |
| Treasure      | ---  | ---  | ---                                     |
| Wheatland     | ---  | ---  | ---                                     |
| TOTAL         | 96   | 697  | \$4,715,408                             |

<sup>1</sup> These figures include only employees of those firms whose operations can be ascribed to an individual county. Approximately 10 percent of Montana's mining employment cannot be ascribed to an individual county because their employers report on a statewide basis.

Source: Unemployment Compensation Commission. Industrial Wages, Wage Earners, Employers, by Counties and Industries in Fiscal 1965, Helena, Montana.

TABLE 10

EMPLOYMENT<sup>1</sup> IN THE CONSTRUCTION INDUSTRY, BILLINGS AREA, 1950 AND 1960

| <u>COUNTY</u> | <u>1950<sup>a</sup></u> | <u>1960<sup>b</sup></u> |
|---------------|-------------------------|-------------------------|
| YELLOWSTONE   | 1,866                   | 1,985                   |
| Big Horn      | 184                     | 161                     |
| Carbon        | 171                     | 205                     |
| Golden Valley | 20                      | 21                      |
| Musselshell   | 64                      | 73                      |
| Stillwater    | 95                      | 93                      |
| Treasure      | 33                      | 31                      |
| Wheatland     | 59                      | 44                      |
| TOTAL         | 2,492                   | 2,613                   |

<sup>1</sup> Employment figures include the self-employed.

Source: a. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana, Table 43.

b. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 85.

Manufacturing

Of the industries discussed in community surveys, manufacturing often receives marked attention. This attention usually involves an abundance of primary information about the local manufactures. The predominant sectors and firms of the industry should be discussed in detail. The major types of manufactured products can be identified; and the operating capacities and the rates of production of the larger manufacturers reported.

Such information does not readily lend itself to tabular presentation; the usual form of presentation is a topical discussion generously sprinkled with facts and figures obtained from the local manufacturers. This type of discussion generally dominates the manufacturing section.

Preceding the detailed discussion, some summary information on manufacturing should be presented. The summary information normally includes:

1. The number of manufacturers, number of employees, and "value added" by manufacturing.
2. The distribution of employment by type of manufacturing.

These data must be presented in two tables because the employment data in number (1) above are not comparable with the employment data in number (2). We recommend the following presentation of these data as shown in Table 11 and Table 12. If desired, Table 11 may be supplemented to include similar data for the remainder of the Billings area. Note that the distinction between the employment figures in Table 11 and those in Table 12 is made in a

TABLE 11

NUMBER OF MANUFACTURERS, NUMBER OF EMPLOYEES, AND VALUE ADDED  
IN THE MANUFACTURING INDUSTRY, YELLOWSTONE COUNTY, 1958 AND 1963

| <u>ITEM</u>                      | <u>1958<sup>a</sup></u> | <u>1963<sup>b</sup></u> |
|----------------------------------|-------------------------|-------------------------|
| Number of Manufacturers          | 95                      | 101                     |
| Number of employees <sup>1</sup> | 2,616                   | 2,501                   |
| Value added by manufacture (000) | \$33,518                | \$46,270                |

<sup>1</sup> These figures represent all wage and salary employees.

Source: a. U. S. Bureau of the Census, Census of Manufactures, 1958. Area Statistics: Montana, Table 3.

b. U. S. Bureau of the Census, Census of Manufactures, 1963. Area Statistics: Montana, Table 4.

TABLE 12

DISTRIBUTION OF EMPLOYMENT<sup>1</sup> BY TYPE OF MANUFACTURING,  
BILLINGS AREA, 1950 AND 1960

| <u>TYPE OF<br/>MANUFACTURING</u>              | <u>YELLOWSTONE<br/>COUNTY<br/>1950<sup>a</sup></u> | <u>1960<sup>b</sup></u> | <u>REMAINDER<br/>OF AREA<sup>a</sup></u> | <u>1960<sup>b</sup></u> |
|---|--|-------------------------|--|-------------------------|
| All manufacturing industries                  | 2,026  | 3,360                   | 304                                      | 429                     |
| Furniture, lumber and wood products           | 72   | 86                      | 39                                       | 70                      |
| Primary metal                                 | 9  | 12                      | 8  | 4                       |
| Fabricated metal                              | 84   | 164                     | ---                                      | 5                       |
| Machinery                                     | 65   | 160                     | 9  | ---                     |
| Transportation equipment                      | 19   | 52                      | 1  | 13                      |
| Other durables                                | 87   | 214                     | 10                                       | 19                      |
| Food and kindred products                     | 655  | 982                     | 153                                      | 159                     |
| Textile mill products                         | 7  | 4                       | 1  | ---                     |
| Apparel and other fabricated textile products | 3  | 52                      | ---                                      | ---                     |
| Printing, publishing and allied products      | 275  | 424                     | 59                                       | 105                     |
| Chemical and allied products                  | 39   | 79                      | 5  | 4                       |
| Other nondurables                             | 704  | 1,131                   | 12                                       | 50                      |
| Not specified                                 | 7  | ---                     | 7  | ---                     |

<sup>1</sup> These figures are not comparable with those in Table 11. These figures include the self-employed, the employment figures in Table 11 do not include the self-employed.

<sup>2</sup> Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties.

Source: a. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana, Table 43.

b. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 85.

footnote to Table 12. With such a footnote it is not necessary to mention the difference in the discussion; however, the two tables should be explained separately to avoid confusion.

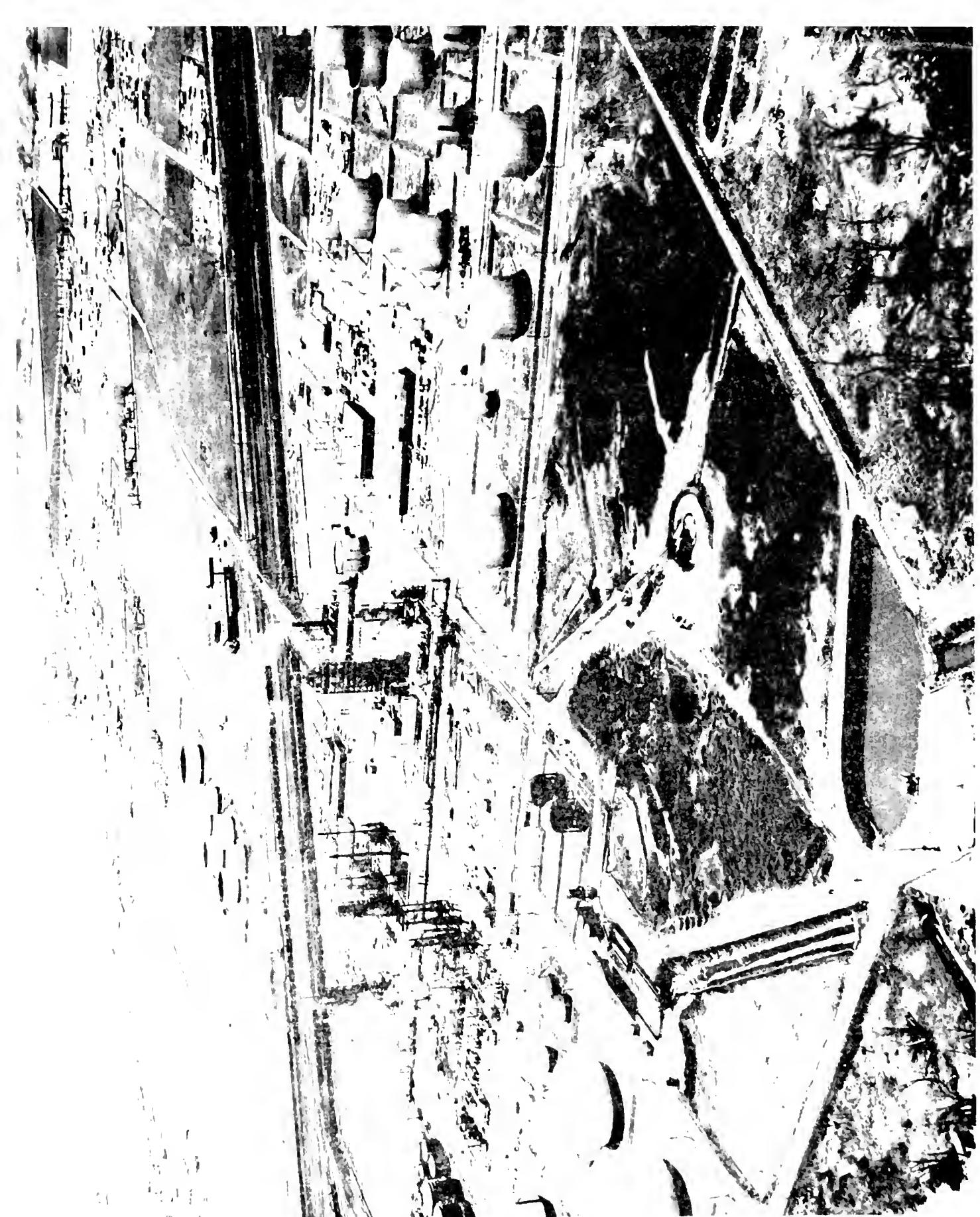
The effectiveness of this section may be enhanced by including photographs of the larger manufacturing plants. The photograph of the oil refinery is ideal for this purpose.

#### Transportation, Communication, Electric, Gas, and Sanitary Services

Information concerning the amount of economic activity in the transportation, communication, and utility industries is by no means scarce. Most of the firms in this industry are subject to governmental regulation and the details of their operations are available to the public. However, the majority of these firms serve more than one community or area, in many cases they serve several states; because of this, it is very difficult to delineate the operations of such a firm in one community. Thus while a wealth of information is available, almost none of it is useable.

There are some employment data on this industry available for counties and larger cities. This information will indicate the relative size of the local transportation, communication, and utility industry. Table 13 is a presentation of employment data for this industry.

Some aspects of this industry will be discussed in the section on civic information. The transportation and warehousing facilities, electricity and gas rates, and similar topics will be mentioned in that section.



A MAJOR BILLINGS OIL REFINERY

TABLE 13

TRANSPORTATION, COMMUNICATION, AND UTILITY EMPLOYMENT,<sup>1</sup> BY TYPE,  
BILLINGS AREA, 1950 AND 1960

| <u>INDUSTRY GROUP</u>                | YELLOWSTONE COUNTY<br><u>1950<sup>a</sup></u> | YELLOWSTONE COUNTY<br><u>1960<sup>b</sup></u> | REMAINDER OF AREA <sup>2</sup><br><u>1950<sup>a</sup></u> | REMAINDER OF AREA <sup>2</sup><br><u>1960<sup>b</sup></u> |
|--------------------------------------|---|---|---|---|
| All utility industries               | 2,633   | 3,265   | 942   | 862   |
| Railroad and railway express service | 1,280   | 1,106   | 610   | 401   |
| Trucking service and warehousing     | 495   | 965   | 80  | 106   |
| Other transportation                 | 336   | 318   | 43  | 74  |
| Communications                       | 221   | 451   | 67  | 119   |
| Utilities and sanitary service       | 301   | 425   | 142   | 162   |

<sup>1</sup>Employment figures include the self-employed.

<sup>2</sup>Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties.

Source: a. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana, Table 43.

b. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 85.

### Wholesale Trade

Wholesale and retail trade are often discussed together in community surveys. Grouping these two activities under one heading is recommended if the community does not serve as the wholesale trade center of a large area. However, in choosing Billings as our example community, we chose such a wholesale trade center.

Wholesale trade activity is commonly measured in terms of total dollar sales, number of employees, and number of wholesale establishments. This information is usually presented only for the county in which the community lies. Table 14 contains the presentation of wholesale trade activity information.

It is important to specify the geographical area that a wholesale trade center serves. This information is perhaps most effectively presented by including a map that shows the area and a listing of the counties in that wholesale trade area. Illustration III is an example of such a presentation.

The reader will be interested in certain characteristics of the wholesale trade area. These characteristics should indicate the extent of the wholesalers' ultimate market: that is, the population and size of the area. Table 15 is the suggested presentation of this information.

### Retail Trade

The retail trade section should follow much the same form as the wholesale section. The activity of these two industries is measured in the same terms--total dollar sales, number of establishments, and number of employees. As mentioned before, unless

TABLE 14

NUMBER OF ESTABLISHMENTS, NUMBER OF EMPLOYEES,<sup>1</sup> AND  
TOTAL SALES IN THE WHOLESALE TRADE INDUSTRY,  
YELLOWSTONE COUNTY, 1958 AND 1963

| <u>ITEM</u>                      | <u>1958<sup>a</sup></u> | <u>1963<sup>b</sup></u> |
|----------------------------------|-------------------------|-------------------------|
| Number of establishments         | 215                     | 247                     |
| Number of employees <sup>1</sup> | 2,307                   | 2,345                   |
| Total sales (000)                | \$214,645               | \$206,813               |

<sup>1</sup> Includes active proprietors of unincorporated businesses.

Source: a. U.S. Bureau of the Census, Census of Business, 1958.  
Wholesale Trade, Montana, Table 4.

b. U.S. Bureau of the Census, Census of Business, 1963.  
Wholesale Trade, Montana, Table 102.

## ILLUSTRATION III

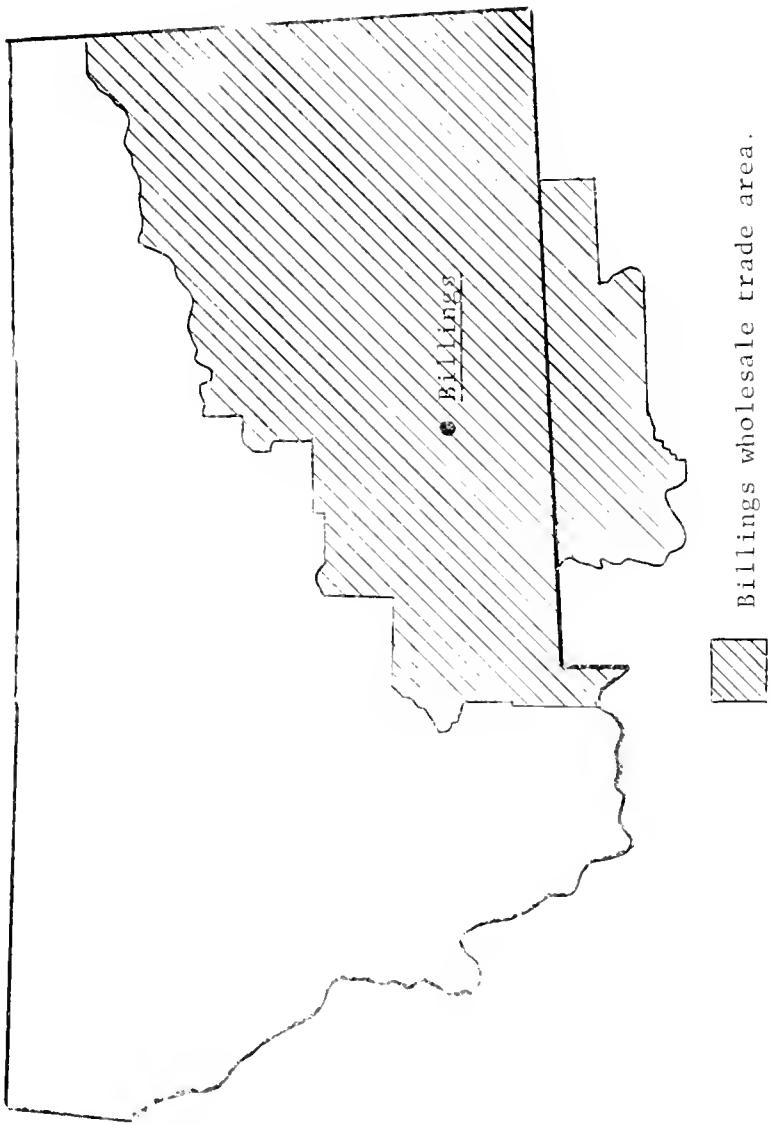
## THE BILLINGS WHOLESALE TRADE AREA

## COUNTIES

|               |                   |
|---------------|-------------------|
| Big Horn      | Petroleum         |
| Carbon        | Powder River      |
| Carter        | Prairie           |
| Guster        | Richland          |
| Dawson        | Rosebud           |
| Fallon        | Stillwater        |
| Gallatin      | Sweet Grass       |
| Garfield      | Treasure          |
| Golden Valley | Wheatland         |
| McCone        | Wibaux            |
| Musselshell   | Yellowstone       |
| Park          | Part of Roosevelt |

Wyoming:  
Big Horn  
Park  
Sheridan

## Montana:



Billings wholesale trade area.

Source: John R. Borchert and Russell B. Adams, Trade Centers and Trade Areas of the Upper Midwest, Upper Midwest Economic Study, Urban Report No. 3, University of Minneapolis, Minneapolis, September 1963, Figure 10.

TABLE 15

CHARACTERISTICS OF THE BILLINGS WHOLESALE TRADE AREA

| <u>CHARACTERISTIC</u>                      | <u>AREA TOTAL</u> |
|--|-------------------|
| Area (square miles)                        | 67,825            |
| Twenty-three Montana counties <sup>a</sup> | 56,901            |
| Three Wyoming counties <sup>b</sup>        | 10,924            |
| Population, 1960                           | 265,011           |
| Twenty-three Montana counties <sup>a</sup> | 217,250           |
| Three Wyoming counties <sup>b</sup>        | 47,761            |

Source: a. U.S. Bureau of the Census, Census of the Population, 1960.  
Number of Inhabitants, Montana, Table 6.

b. U.S. Bureau of the Census, Census of the Population, 1960.  
Number of Inhabitants, Wyoming, Table 6.

the community is a wholesale trade center the wholesale and retail trade sections should be combined.

In the retail trade section, the information presented in two tables under wholesale trade may be condensed into a single table. In this case the map of the trade area should precede the table. Illustration IV shows the Billings retail trade area, as defined by the Upper Midwest Research and Development Council.

The information on retail trade activity should include number of retail trade establishments, number of employees, and total sales for the trade area. In addition, population and square mileage should be shown. All of this information should be presented on a county by county basis for the community's retail trade area. Table 16 is such a presentation.

In communities with somewhat smaller retail trade areas than Billings, it is best to combine wholesale and retail trade into a single section. Consequently, there will be fewer counties than those shown in Table 16. In these circumstances the wholesale trade information may be included in Table 16 without cluttering the table. The table may be modified to include these data by listing the counties with subheadings for wholesale trade and retail trade immediately under the county. This form would appear as follows:

| <u>County</u>   | <u>Population</u><br><u>1960</u> | <u>Number of</u><br><u>Establishments</u><br><u>1963</u> |
|-----------------|----------------------------------|--|
| Big Horn        | 10,007                           |  |
| Wholesale trade |                                  | 14   |
| Retail trade    |                                  | 115  |
| Carbon          | 8,317                            |  |
| Wholesale trade |                                  | 17   |
| Retail trade    |                                  | 130  |

and so on.

ILLUSTRATION IV

THE BILLINGS RETAIL TRADE AREA

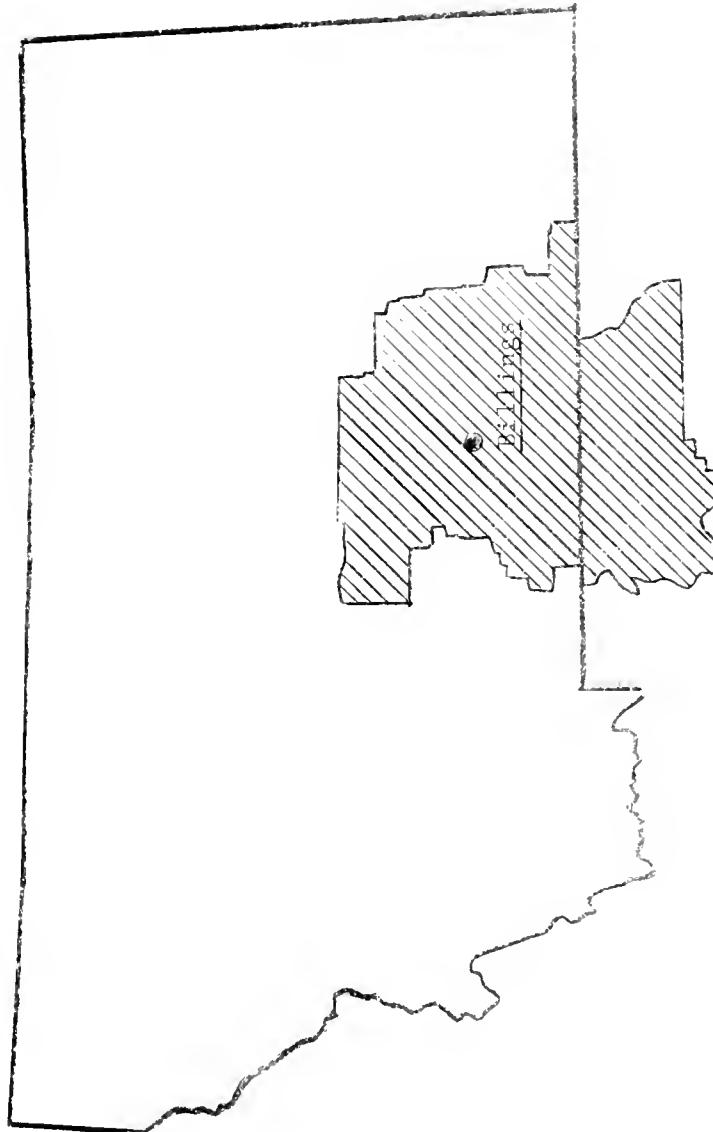
COUNTIES

Montana:

Big Horn  
Carbon  
Golden Valley  
Musselshell  
Stillwater  
Treasure  
Wheatland  
Yellowstone

Wyoming:

Big Horn  
Park



Billings retail trade area.

Source: John R. Borchart and Russell Adams, Trade Centers and Trade Areas of the Upper Midwest, Upper Midwest Economic Study, Urban Report No. 3, University of Minnesota, Minneapolis, September 1963, Figure 2.

TABLE 16

CHARACTERISTICS OF THE BILLINGS RETAIL TRADE AREA

| COUNTY           | AREA <sup>a</sup><br>(sq. mi.) | POPULATION <sup>a</sup><br>1960 | NUMBER OF RETAIL<br>ESTABLISHMENTS,<br>1963 <sup>b</sup> |                   | NUMBER OF RETAIL<br>EMPLOYEES,<br>1963 <sup>b</sup> | TOTAL RETAIL<br>SALES, 1963 <sup>b</sup><br>(000) |
|------------------|--------------------------------|---------------------------------|--|-------------------|---|---|
|                  |                                |                                 | 1  | 1963 <sup>b</sup> |   |   |
| <u>Montana:</u>  |                                |                                 |  |                   |   |   |
| Yellowstone      | 2,635                          | 79,016                          | 814  | 5,282             | 5,282   | \$133,614   |
| Big Horn         | 5,033                          | 10,007                          | 115  | 534               | 534   | 13,699  |
| Carbon           | 2,070                          | 8,317                           | 130  | 360               | 360   | 8,184   |
| Golden Valley    | 1,178                          | 1,203                           | 16   | 39                | 39  | 602   |
| Musselshell      | 1,886                          | 4,888                           | 68   | 236               | 236   | 5,433   |
| Stillwater       | 1,797                          | 5,526                           | 79   | 226               | 226   | 5,517   |
| Treasure         | 984                            | 1,345                           | 18   | 52                | 52  | 1,273   |
| Wheatland        | 1,422                          | 3,026                           | 53   | 158               | 158   | 3,379   |
| <u>Wyoming:</u>  |                                |                                 |  |                   |   |   |
| Big Horn<br>Park | 3,176<br>5,217                 | 11,898<br>16,874                | 135<br>249   | 449<br>1,549      | 449<br>1,549  | 10,674<br>29,370                                  |
| TOTAL            | 25,398                         | 142,100                         | 1,677  | 8,885             | 8,885   | \$211,745   |

Wyoming:

|                  |                |                  |            |              |                  |
|------------------|----------------|------------------|------------|--------------|------------------|
| Big Horn<br>Park | 3,176<br>5,217 | 11,898<br>16,874 | 135<br>249 | 449<br>1,549 | 10,674<br>29,370 |
| TOTAL            | 25,398         | 142,100          | 1,677      | 8,885        | \$211,745        |

1 Includes active proprietors of unincorporated businesses.

Source: a. U. S. Bureau of the Census, Census of the Population, 1960. Number of Inhabitants, Montana, Table 6.U. S. Bureau of the Census, Census of the Population, 1960. Number of Inhabitants, Wyoming, Table 6.b. U. S. Bureau of the Census, Census of Business, 1963. Retail Trade, Montana, Table 3.U. S. Bureau of the Census, Census of Business, 1963. Retail Trade, Wyoming, Table 3.

This alteration would require deletion of the word "retail" in the last three headings of Table 16.

The retail trade data presented above will give the reader an indication of the amount of activity in the local retail trade industry. In many cases the reader will also be interested in the relative importance of the various types of retail trade activity. Table 17 is the suggested presentation of such information. These data are available for Montana counties and for Montana communities with a population over 2,500.

The N.A.'s in the two end columns of Table 17 are abbreviations for "not available." These data were not available because in each case at least one county had so few firms in a particular category that a total sales figure for that category would have disclosed the operations of an individual firm. For most Montana communities, the N.A.'s would not tend to dominate the two end columns as they have in Table 17.

#### Finance, Insurance, and Real Estate

In most community surveys, the finance, insurance, and real estate section is fairly short. There are several reasons for this brevity. First of all, there is a definite shortage of published data on this industry which may be reported at the local level. Secondly, the insurance and real estate portion of the industry are very diverse by nature; it is consequently difficult to obtain data from local sources to cover these activities. Thirdly, the reader may often be interested in little more than the activity of the local financial institutions.

TABLE 17

## RETAIL TRADE IN BILLINGS AREA, 1958 AND 1963

## YELLOWSTONE COUNTY

## INDUSTRY GROUP

|   | REMAINDER OF AREA <sup>1</sup>                       |   |   |   |   |   |
|---|--|---|---|---|---|---|
|   | YELLOWSTONE COUNTY                                   |   |   |   |   |   |
|   | Number of Establishments <sup>a</sup><br><u>1958</u> | Sales (000)<br><u>1958</u> <sup>b</sup> | Number of Establishments <sup>a</sup><br><u>1963</u> <sup>b</sup> | Sales (000)<br><u>1958</u> <sup>a</sup> | Number of Establishments <sup>a</sup><br><u>1963</u> <sup>b</sup> | Sales (000)<br><u>1963</u> <sup>b</sup> |
| RETAIL TRADE, TOTAL                                     | 768  | \$117,900                               | \$133,614   | 518                                     | 479   | \$33,595                                |
| Lumber, building materials, hardware and farm equipment | 53   | 50                                      | 11,217  | 10,125                                  | 61  | 54                                      |
| General merchandise                                     | 22   | 18                                      | 9,276   | 14,175                                  | 33  | 28                                      |
| Food stores   | 93   | 82                                      | 23,473  | 27,640                                  | 83  | 81                                      |
| Automotive dealers                                      | 36   | 57                                      | 24,933  | 31,094                                  | 23  | 22                                      |
| Gasoline service stations                               | 119  | 120                                     | 9,313   | 9,809                                   | 69  | 55                                      |
| Apparel and accessory stores                            | 46   | 47                                      | 7,497   | 8,006                                   | 27  | 29                                      |
| Furniture, home furnishings, and equipment stores       | 46   | 58                                      | 7,603   | 5,848                                   | 22  | 10                                      |
| Eating and drinking places                              | 164  | 185                                     | 9,707   | 11,575                                  | 137   | 121                                     |
| Drug and proprietary stores                             | 24   | 22                                      | 4,003   | 4,834                                   | 16  | 15                                      |
| Other retail stores                                     | 111  | 112                                     | 9,000   | 8,734                                   | 45  | 59                                      |
| Nonstore retailers                                      | 54   | 63                                      | 1,878   | 1,776                                   | 2   | 5                                       |

TABLE 17 (continued)

N.A. Not available

1 Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties.

Sources: a. U.S. Bureau of the Census, Census of Business, 1958.  
Retail Trade, Montana, Table 102.

b. U.S. Bureau of the Census, Census of Business, 1963.  
Retail Trade, Montana, Table 3.

For these reasons, we suggest that the discussion in this section be largely confined to the community's financial institutions. The rest of this industry's activity can be indicated by noting the number of insurance agents and real estate offices in the community. The activity in the community's finance sector may be described by reporting the number and types of financial institutions, with the assets or deposits of the community's banks and savings and loan establishments presented either in tabular or discussion form. These data should be available locally.

#### Services

According to the Standard Industrial Classification manual the services industry includes

...establishments primarily engaged in rendering a wide variety of services to individuals and business establishments. Hotels and other lodging places; establishments providing personal, business, repair, and amusement services; medical, legal, engineering, and other professional services; educational institutions; nonprofit membership organizations; and other miscellaneous services.

In the services industry we again encounter a very diverse sector of the economy. This characteristic makes it difficult to obtain comprehensive data on the industry; this diversity also makes the format of this industry's discussion much more flexible.

We suggest the use of employment data to describe the activity in the services industry. There are perhaps better measures of this industry's activity, but the data sources that use other measures generally do not cover the complete array of service establishments. Table 18 reveals the extent of activity in the various

TABLE 18

THE DISTRIBUTION OF EMPLOYMENT<sup>1</sup> IN THE SERVICES INDUSTRY  
BILLINGS AREA, 1950 AND 1960

| <u>INDUSTRY GROUP</u>                                      | <u>1950<sup>a</sup></u> | <u>1960<sup>b</sup></u> | <u>1950<sup>a</sup></u> | <u>1960<sup>b</sup></u> |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| All service industries                                     | 3,974                   | 6,921                   | 1,624                   | 2,056                   |
| Business services  | 185                     | 339                     | 12                      | 20                      |
| Repair services  | 537                     | 541                     | 296                     | 168                     |
| Private household services                                 | 297                     | 898                     | 180                     | 229                     |
| Other personal services                                    | 919                     | 1,093                   | 246                     | 272                     |
| Entertainment and recreation                               | 210                     | 256                     | 79                      | 83                      |
| Educational services <sup>3</sup>                          | 712                     | 1,520                   | 560                     | 804                     |
| Welfare, religious, and nonprofit membership organizations | ---                     | 451                     | ---                     | 98                      |
| Medical, other professional and related services           | 1,114                   | 1,823                   | 251                     | 382                     |

<sup>1</sup> Employment figures include the self-employed.

<sup>2</sup> Big Horn, Carbon, Golden Valley, Musselshell, Stillwater, Treasure, and Wheatland counties.

<sup>3</sup> Includes public and private education services.

<sup>4</sup> Included in "medical and other professional and related services."

Source: a. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana, Table 43.

b. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana, Table 85.

subdivisions of the Billings' area services industry. The "educational services" category in Table 18 includes public and private educational services. Generally only private educational services are included in the services sector and public educational services are included in the next section, Government Activity. However, the census report from which this information was obtained included both public and private education in services; a footnote to this effect (see footnote 3, Table 18) is preferable to an attempt to make the necessary adjustments in the figures.

Of the other measures used to describe the services activity, gross receipts is the most popular, and probably the best, measure. Gross receipts data for the services industry are published every five years by the U.S. Bureau of the Census in the Census of Business series. These data do not cover the entire industry, but only selected sections of it. Thus while these data are not useful in describing the total volume of service activity, they will provide an indication of the changes in this industry when presented for two or more census years. Such a presentation would certainly add depth to the discussion and may provide the reader with valuable information. The format of such a table would be identical with that of Table 14. To avoid confusion, it should be noted in the table that the data apply only to selected services.

We suggest that the discussion in this section highlight the unique and important aspects of the local services industry. Among such aspects of the service industry in Billings are the relatively

extensive business services including specialized legal, advertising, and data processing services, and Rocky Mountain College, a private educational institution.

Government Activity

The importance of government as an economic activity varies greatly from one community to another. A community may head-quarter some state or federal regional offices, may have a state supported college (such as Eastern Montana College in Billings) or other institution, or house a military installation. On the other hand, the community may not have anything more than the usual state and local government offices. Most communities fall into the former category--they have some form of government activity in or near the community besides the usual state and local offices. It is the amount of this "unusual" government activity that varies widely from one community to another. Hence the activity of the usual state and local government offices is rarely mentioned in community surveys.

The "unusual" government activities--state or national parks, regional offices, power-generating installations, reservations, state or federally financed construction projects, state or federal institutions and other such activities--are commonly discussed in topical paragraph form. The paragraphs usually summarize the function and activity, disclose the number of employees, and reveal the total budget of the particular office or institution. If the community houses many such offices or institutions, these data may

be presented in tabular form with summary paragraphs following. This type of information is available from the government offices in the community.

#### Civic Information

The civic information section of a community survey is of critical importance. It is in this section that the community's facilities available to business enterprises and individuals are described. Executives of firms who are contemplating new business locations may be expected to examine this section with an appraising eye and the facilities described here will be closely compared to the facilities in other potential locations. The effectiveness of a community survey will thus be greatly enhanced by a lucid, well-organized, easy-to-read civic information section.

The principal categories of civic information are:

1. Local government.
2. Legislation affecting business.
3. Public utilities.
4. Transportation.
5. Industrial sites.
6. General civic and social data.

In the following pages, we will describe the type of information that may be presented under each of these headings.

#### Local Government

In this section the type, organizational structure, and services of the local government should be described. This type of information is usually presented in topical paragraph form with perhaps one or two structural charts to illustrate the organization

of the municipal or county government. Community services which should be mentioned are:

1. Police and fire protection.
2. Public education facilities.
3. Public health facilities.
4. Sewage and industrial waste disposal.
5. Civil defense and storm warning facilities.
6. Street repair and snow removal.

In the description of police and fire protection be sure to mention the jurisdictional limits on the various law enforcement and fire protection agencies. Any private police or fire protection services should also be mentioned in this section.

#### Legislation Affecting Businesses

Included in this section is information regarding some of the more general legal requirements of businesses. It would indeed be hopeless to attempt to include all such requirements. A listing of only that legislation which affects financial institutions or communication enterprises would probably take several pages. The information presented here should be confined to such items as state and local taxes and other such general legislation.

The types of information that should be included in community surveys are shown below:

1. List the types of local tax liabilities and refer the reader to the local assessor's office for detailed information.
2. List the types of state tax liabilities and refer the reader to the State Board of Equalization for detailed information.
3. Outline local zoning ordinances and building restrictions.

4. Mention any legislation that places special restrictions on business, such as air or water pollution laws.

The local zoning ordinances and building restrictions may be effectively presented with maps and supplementary discussions.

#### Public Utilities

The reader will be interested in several aspects of the local public utilities service. The following items should be mentioned:

1. The types of utility services available in the community (water, gas, electricity, telephone, and telegraph) and whether these services are supplied by public or private enterprises.
2. The sources of these utility services--where the electricity is generated, source of the local water supply, and the source of natural gas. The capacity to expand the supply of these services to meet future demands should be mentioned.
3. The rate schedules for the various utility services. It is important to distinguish commercial, industrial and residential rates.

The information in this section is perhaps best presented in topical paragraph form by type of utility.

#### Transportation and Warehousing Facilities

A community's transportation and warehousing facilities will be of special interest to the reader. One of the costs of doing business is the cost of transporting material and merchandise into and out of the community. Another consideration is the efficiency with which items may be transported between the firm and bulk freight facilities--intracity transportation services. The cost and the ease of storing items until they are needed is also important.

The information about transportation and warehouse facilities should allow the reader to assess the adequacy of these facilities. The information itemized below is required for accurate evaluation of transportation and warehousing facilities:

1. The types and names of public carriers serving the community.
2. Connecting carriers.
3. Passenger and freight time schedules of these carriers.
4. Number and size of public warehouses.

For an effective presentation of the above information it is suggested that the discussion be organized by type of transportation with a warehousing section as follows:

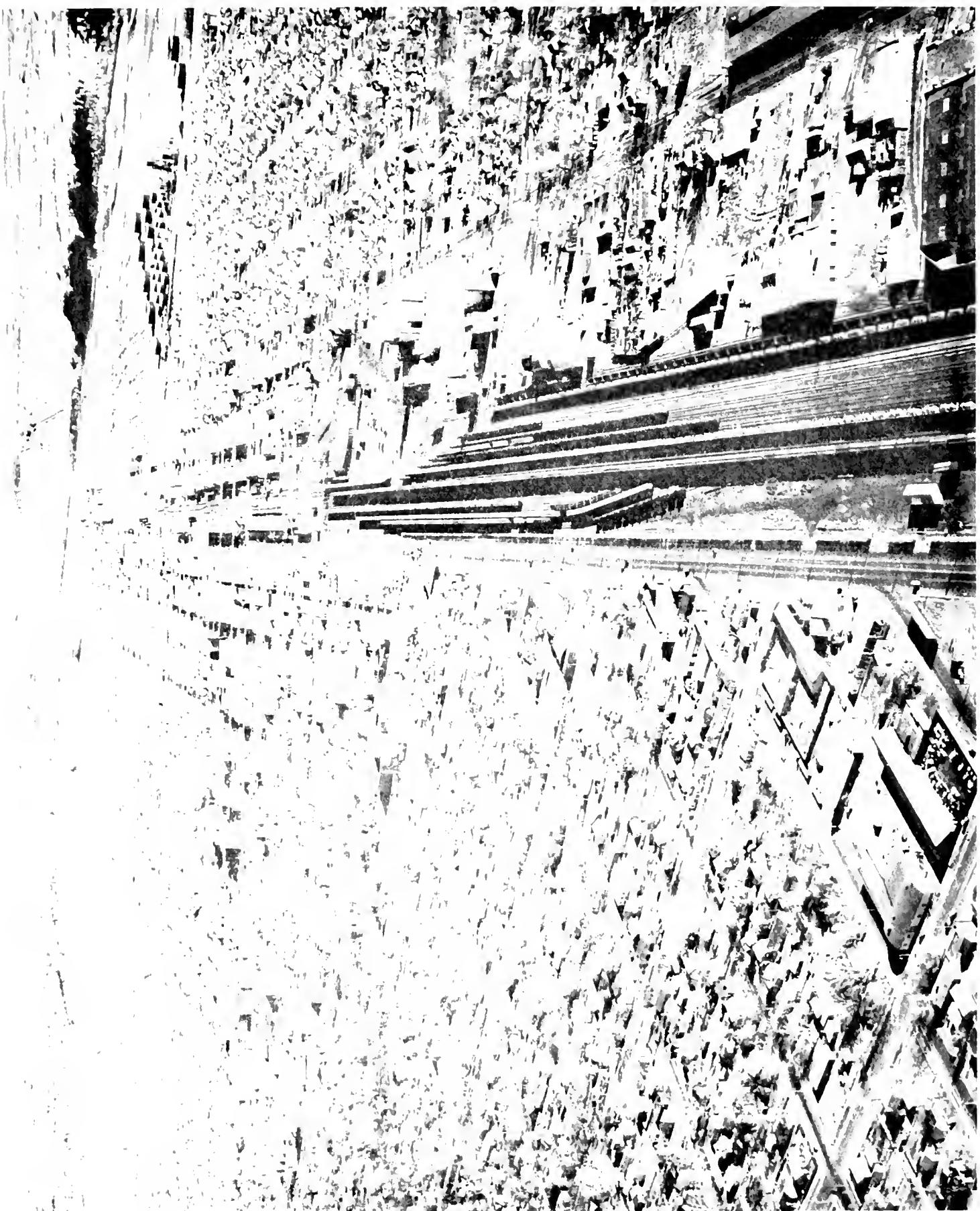
1. Rail transportation.
2. Motor carriers.
3. Air transportation.
4. Warehousing facilities.

The presentation may be further enhanced by the use of illustrations. Maps may be used to illustrate the routes of the principal carriers. Photographs illustrating the transportation and warehousing facilities would also be effective. The photograph of the Billings railroad yards could be supplemented with photographs of the Laurel railroad yards and the airport.

#### Industrial Sites

No community economic survey is complete without mentioning the characteristics of land available for industrial and other uses. The quality of land is, as many research studies and business executives point out, of prime significance to firms seeking locations.

Much more than the simple physical characteristics of land are involved in the process of evaluating industrial sites. The



FREIGHT YARDS IN BILLINGS, MONTANA

information indicated below has been found to be decisive in some cases of site selection. The following list represents the minimum of information about industrial sites that should be included.

1. A diagram of the area showing clearly the location of present and prospective industrial sites and the proximity of railroads, highways, fire departments and other factors which influence the desirability of the sites.
2. Specific indication of whether the sites are tapped for utility services and, if not, estimates of the cost of doing so.
3. The names of the owners of the sites.
4. An indication of whether the sites are available for purchase or lease and some sample expenses or costs.
5. The existence of structures on the sites.
6. The location of the site with respect to city limits, school districts, and other mill-levying districts.

#### General Civic and Social Data

Civic and social information should generally describe the civic and social facilities available to the community's residents. While some items such as schools and parks are commonly included in all community surveys, the inclusion of other items such as nearby recreational areas and traditional community celebrations varies from one survey to another.

The following list suggests some of the facilities which may be discussed:

1. School and other educational or vocational institutions.
2. Hospitals and clinics.
3. Libraries and museums.
4. Parks and playgrounds.
5. Churches.
6. Newspapers (including circulation)
7. Radio and television stations.

8. Theaters, amusement and sports facilities.
9. Hotel and motel facilities.
10. Fraternal and civic organizations.

This list is by no means exhaustive or minimal; the content of this section will vary greatly from one community to another.

The significance of the civic and social data should not be underestimated; this section of the community survey is important. If a firm had a choice of two locations, one of which was much more lucrative than the other, the firm would be expected to select the more lucrative site. But oftentimes the firm faces a choice of several alternative locations, many with approximately equal economic potential. In this situation the firm would be expected to select the location that was the most desirable place to live. The civic and social environment determines to a large extent a community's desirability as a place to live. With the emphasis on this aspect of a community, this section of the survey should contain a detailed description of those elements which constitute a community's civic and social environment.

PART III

SECONDARY INFORMATION SOURCES

Sources of information for community surveys are of two types: primary (gathered first hand), and secondary (information gathered and published by someone else). Some information such as real estate prices must be gathered firsthand since this sort of data is not often published. Fortunately, a large proportion of the information used in community surveys is available from secondary sources, such as census reports. The reader may note that secondary source data were used in all of the preceding tables.

Some problems do arise in the use of secondary source information. Only the most frequently encountered problems will be discussed here. First, the geographic divisions used in the secondary sources may not correspond to the area for which the information is desired. In this case, it may be better to alter the community area to fit the geographical divisions used in the secondary sources. Secondly, one often encounters "secondary secondary" information--data reprinted in some report other than the original source. The "secondary secondary" sources are usually attractive because they offer several types of data in one report; however, these data often appear in an altered or incomplete form. For this reason, the use of the original secondary source is always preferable. Thirdly, there is a tendency to assign authority to statistics simply because they are published. Some published data are simply unreliable, some other figures are

less reliable than comparable data in another report. The use of unreliable or less reliable data may well detract from the survey's effectiveness. The use of data generally recognized as authoritative is always recommended.

The documents and reports listed on the following pages are particularly suitable sources for community survey information for Montana communities. For convenience, these sources are listed in a subtitle bibliography form; the subtitles correspond to the headings in Part II of this handbook.

Historical summary:

Consult local newspapers, local chambers of commerce, and Montana history books.

Geographic and climatic features:

1. Topographical maps and related materials available from United States Geological Survey, inquire through Montana Bureau of Mines and Geology, Butte, Montana.
2. Weather Bureau, Climatology of the United States, Climate of the States. Series 60, (Montana: 60-24), 1965.
3. Local weather bureau reports.

General population characteristics:

1. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana.
2. U. S. Bureau of the Census, Census of the Population, 1960. Number of Inhabitants, Montana.
3. U. S. Bureau of the Census, Census of the Population, 1960. General Population Characteristics, Montana.
4. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana.

Labor force and income characteristics:

1. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana.
2. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana.

Contact local labor unions and chambers of commerce.

Physical resources:

1. U. S. Geological Survey and Montana Bureau of Mines and Geology. Mineral and Water Resources of Montana, Special Publication 28, May, 1963, Butte, Montana.
2. U. S. Geological Survey and U. S. Bureau of Mines, Mineral Potential for Eastern Montana--A Basis for Future Growth, Special Publication 33, April, 1965. (Request through Montana Bureau of Mines and Geology, Butte, Montana.)

Economic activity summary information:

1. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana.
2. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana.

Agriculture:

1. U. S. Bureau of the Census, Census of Agriculture. Volume I, Counties, Montana, 1959 and 1964.
2. U. S. Department of Agriculture, Statistical Reporting Service, Montana Agricultural Statistics, (Biennial), Helena, Montana.

Mining:

1. U. S. Bureau of Mines, Minerals Yearbook, Volume III, Area Reports, (Annual).
2. Unemployment Compensation Commission, Industrial Wages, Wage Earners, Employers, by Counties and Industries, (Annual), Helena, Montana.

Contract construction:

1. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana.
2. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana.

Manufacturing:

1. U. S. Bureau of the Census, Census of Manufactures. Area Statistics, Montana, 1958 and 1963.
2. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana.
3. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana.

Transportation, communication, electric, gas, and sanitary services:

1. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana.
2. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana.

Wholesale trade:

1. U. S. Bureau of the Census, Census of Business. Wholesale Trade, Montana, 1958 and 1963.
2. U. S. Bureau of the Census, Census of the Population, 1960. Number of Inhabitants, Montana.
3. Bochert, John R., and Russell B. Adams, Trade Centers and Trade Areas of the Upper Midwest. Upper Midwest Economic Study, Urban Report Number 3. University of Minnesota, Minneapolis, September 1963.

Retail trade:

1. U. S. Bureau of the Census, Census of Business. Retail Trade, Montana, 1958 and 1963
2. U. S. Bureau of the Census, Census of the Population, 1960. Number of Inhabitants, Montana.

Finance, insurance, and real estate:

Contact local banks and savings and loan establishments.

Services:

1. U. S. Bureau of the Census, Census of the Population, 1950. General Characteristics, Montana.
2. U. S. Bureau of the Census, Census of the Population, 1960. General Social and Economic Characteristics, Montana.
3. U. S. Bureau of the Census, Census of Business. Selected Services, Montana, 1958 and 1963.

Government activity:

1. U. S. Bureau of the Census, Census of Governments. Government in Montana, 1957 and 1962.
2. Contact the administrators of Federal and State agencies for information on their operations.

Local government:

Contact county and city government offices.

Legislation affecting business:

Contact the State Board of Equalization, local assessors office, and local chamber of commerce; consult local zoning ordinances and local and state legislative records.

Public utilities:

Contact local utility firms.

Transportation and warehousing facilities:

Contact local transportation and warehousing firms and chamber of commerce.

Industrial sites:

Contact local chamber of commerce and industrial site owners.

General civic and social data:

Contact local organizations, institutions, government offices, and chambers of commerce.





